

Remuneration Committee

Meeting Date	30 October 2025
Title	Review of Committee Standing Orders
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Executive Summary Each of the Council's Committees should review its Standing Orders regularly to ensure that these remain appropriate and dynamic in response to any changes within the organisation or to the environment in which the HCPC is operating. It is good practice for the Standing Orders to be reviewed in conjunction with the Committee's effectiveness review so that any amendments as a result of the review can be reflected in the Standing Orders and recommended to the Council for approval, as required. The current Standing Orders are attached Annex 1. Detailed updates were made to the Standing Orders in 2024, including to provide additional clarity around the scope of the responsibilities of the Committee and oversight of special severance payments to employees in line with the principles of HM Treasury's guidance about Managing Public Money. In light of the detailed updates last year, there are no further proposed changes to the Standing Orders. However, further changes may be recommended as a result of the review of the effectiveness of the Remuneration Committee (the Committee) and remuneration policies taking place earlier in the meeting. Recommendation The Committee is asked to consider whether its Standing Orders remain effective and fit for purpose and recommend any proposed amendments for Council approval.	
Action required	The Committee is asked to consider and recommend the proposal or recommendation.
Previous consideration	The Standing Orders were last reviewed and amended by the Council in December 2024.
Next steps	Changes to the Standing Orders would be considered by the Council at its meeting on 4 December 2025, if required. If no changes are required the Chair's report to Council will confirm that the necessary review has been conducted.
Financial and resource implications	None identified

Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	Regulation - measured
Communication and engagement	None
Equality, diversity and inclusion (EDI) impact and Welsh language standards	None identified
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Remuneration Committee

Standing Orders

1. Terms of Reference

The Remuneration Committee is to:

Remuneration policies

- 1.1 Review the remuneration policies and principles for Council and independent committee members, the Chief Executive, the Executive Leadership Team (ELT), employees annually and make recommendations to the Council as appropriate.
- 1.2 Review, as necessary, any significant changes to policies impacting on remuneration, the employee pay band and salary structure or the HCPC pension scheme and other benefits.
- 1.3 Approve the expenses policies for Council members, employees and partners.

Remuneration reviews

- 1.4 Approve the remuneration of the Chief Executive, the Executive Leadership Team (ELT) and the annual pay review for employees, including any changes to the HCPC' pay bands, in line with the remuneration policy set by the Council. The financial implications of any review of remuneration will need to be considered by the People and Resources Committee and approved by the Council as part of the annual budget for each financial year.
- 1.5 Support the annual remuneration review of the Chief Executive, by reviewing a report from the Chair of Council regarding the performance appraisal of the Chief Executive.
- 1.6 Support the annual remuneration review of the ELT, by reviewing reports from the Chief Executive regarding the performance appraisals of ELT members.
- 1.7 Review and approve the proposed or advertised remuneration for the Chief Executive or member of the ELT as part of any recruitment process.

- 1.8 Recommend to the Council any changes to the remuneration of the Chair, Council members and partners.
- 1.9 Use market rates and conditions, internal and external benchmarking, HCPC financial and budgetary information and other relevant guidance and information when reviewing remuneration to inform the Committee's decision-making.

Special severance payments

- 1.10 Approve the terms of any special severance arrangements applying in the event of any required and unplanned early termination of employment of the Chief Executive or any member of the ELT, having regard to relevant guidance and codes of practice and contracts of employment.
- 1.11 Review any severance payments to employees, contractors or others outside of normal statutory or contractual requirements, including special severance payments or payments made in settlement of an employment tribunal claim.

2. Membership and Quorum

- 2.1 The Remuneration Committee is formed wholly from the membership of the People and Resources Committee, that being five members, appointed by the Chair of Council, of which:
 - 2.1.1 at least four members must be members of the Council; and
 - 2.1.2 at least one member must not be a member of the Council.
- 2.2 No member of the Audit and Risk Assurance Committee can be a member of the Remuneration Committee.
- 2.3 The quorum at a meeting of the Committee is any three members. If, during a meeting of the Committee, a quorum ceases to exist, the meeting must be dissolved and all remaining business adjourned to the next meeting of the Committee.

3. Chair

- 3.1 The Chair, who is appointed by the Chair of the Council, is to preside at any Committee meeting.
- 3.2 If the Chair is absent from or unable to preside at a meeting, the members present must nominate another member to serve as chair at that meeting.
- 3.3 The Chair must provide a report on the work of the Committee to the Council following each meeting of the Remuneration Committee.

4. Frequency and Notice of Meetings

- 4.1 As a minimum the Remuneration Committee must meet once each year to determine the annual pay review.

- 4.2 The Secretary must give members at least seven days' notice of the time and place of a meeting. Failure to send notice of a meeting to a member does not invalidate the proceedings of that meeting.

5. Agenda

- 5.1 The Secretary must issue an agenda for each meeting. Except in cases of urgency or where circumstances make it impracticable to do so, the agenda for a meeting and any accompanying papers must be sent to members at least seven days before the meeting.

6. Transparency

- 6.1 All Committee meetings must be open to the public unless the business under consideration concerns:
- a) information relating to a registrant, former registrant or applicant for registration;
 - b) information relating to an employee or office holder, former employee or office holder or an applicant for any post or office;
 - c) the terms of, or expenditure under, a tender or contract for the purchase or supply of goods or services or the acquisition or disposal of property;
 - d) negotiations or consultation concerning labour relations between the Council and its employees;
 - e) any issue relating to legal proceedings which are being contemplated or instituted by or against the Council;
 - f) action being taken to prevent or detect crime or to prosecute offenders;
 - g) the source of information given to the Committee in confidence; or
 - h) any other matter which, in the opinion of the Chair, is confidential or the public disclosure of which would prejudice the effective discharge of the Committee's or the Council's functions.

7. Minutes of meetings

- 7.1 The Secretary must keep minutes of each meeting, which must include a record of the members present at that meeting. Draft minutes will be circulated promptly to all members of the Committee and attendees following the meeting, who will be invited to review these for factual accuracy.
- 7.2 At each meeting, the minutes of the preceding meeting must be approved (or approved subject to amendments) and be signed by the Chair as a true record of that meeting. The approved minutes of a meeting, unless the contrary is proved, are conclusive proof of the proceedings of that meeting.
- 7.3 The minutes of each meeting will be provided to the Council following each meeting. This may occur prior to the minutes being approved by the Committee.

8. Conduct of Meetings

- 8.1 The order of business at a meeting must follow that set out in the agenda unless it is varied by the Chair with the consent of the meeting.
- 8.2 A member may only initiate a debate or move a motion on a matter which is not on the agenda with the consent of the Chair. All motions must relate to matters that are within or related to the functions of the Committee.
- 8.3 A member must speak to the subject under discussion. The Chair may call attention to any irrelevance, repetition or other improper conduct on the part of a member and, where the member persists in that conduct, may direct that member to cease speaking.
- 8.4 A ruling by the Chair on any question of order, whether or not provided for by the Standing Orders, is final and not open to debate.

9. Voting

- 9.1 Except where these Standing Orders specify otherwise, any question at a meeting is to be decided by a majority of the members present voting by a show of hands. In the event of an equality of votes, the Chair is entitled to an additional casting vote.

10. Disorder

- 10.1 Members must comply with the Code of Conduct adopted by the Council.
- 10.2 If, in the Chair's opinion, a member has persistently disregarded the ruling of the Chair or behaved in a manner which is obstructing the business of the meeting, the Chair may order that member to withdraw from the whole or part of the remainder of the meeting.
- 10.3 If a person other than a member interrupts the proceedings at any meeting, the Chair may order that person to be removed from the meeting or may order the part of the room which is open to the public to be cleared.
- 10.4 In the event of a disturbance which, in the Chair's opinion, prevents the orderly conduct of business, the Chair may adjourn the meeting for a period that the Chair considers appropriate.

11. Members' interests

- 11.1 Members must make a declaration of their personal interests in the form required by the Council (which must be published in the Council's Register of Members' Interests) and must ensure that their interests as set out in that Register are accurate and up to date.
- 11.2 The agenda for every meeting must include as an item of business the declaration of interests.

- 11.3 A member who has a personal interest in any matter under consideration at that meeting, whether or not declared in the Register of Members' Interests, must promptly disclose that interest to the meeting. If the interest is a prejudicial interest, the member must withdraw from the meeting during the Committee's consideration of that matter

12. Approval of resolutions without meeting

- 12.1 A resolution which, with the Chair's consent, is circulated to, and approved in writing or electronic form by at least four of the members entitled to receive notice of and attend a Committee meeting is as valid as if it had been passed at such a meeting.

13. Virtual meetings

- 13.1 Meetings of the Committee may be held by electronic means, without any number of the members participating in the meeting being together at the same place.
- 13.2 Where a meeting is to be conducted by electronic means, the notice under Standing Order 4.2 must include the arrangements for members to access the meeting.
- 13.3 At a meeting held by electronic means, members must be able:
- a) to hear and be heard by (and, where practicable, to see and be seen by) the other participating members and any person invited to participate in the meeting; and
 - b) to be heard by (and, where practicable, seen by) any members of the public or the press attending the meeting.
- 13.4 At a meeting held by electronic means, the Chair is to determine the method by which votes are to be cast and Standing Order 9.1 does not apply.
- 13.5 Where practicable, the Committee must make arrangements (such as by telephone or video conference or live webcast or streaming) for the public and press to be able to attend remotely a meeting held by electronic means.

14. The Secretary

- 14.1 The Secretary to the Council, or any other person that the Secretary to the Council may appoint, is to be the Secretary to the Committee (the Secretary).

15. Effectiveness

- 15.1 The Committee should periodically review its own effectiveness and report to the Council on this assessment.

16. Adoption

- 16.1 These Standing Orders were adopted by the Council on 5 December 2024 and supersede all previous versions. They apply to any Committee meeting held after that date.